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QUARTERLY REPORT

MARCH – MAY 2012

INTEGRATED INITIATIVES FOR ECONOMIC GROWTH IN MALI

JUNE 2012

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ACRONYMS

AOM	Agrume et Oléagineux du Mali
ATP	Agribusiness and Trade Promotion project
AVRCD	Asian Vegetable Research Development Center
BICIM	Banque Internationale pour le Commerce et l'Industrie au Mali
BIM	Banque Internationale du Mali
BNDA	Banque Nationale de Développement Agricole
BOA	Bank Of Africa Mali
CAPAM	Coopérative Agro-Pastorale de Mandela
CMDT	Compagnie Malienne de Distribution de Textile
CRRA	Centre Régional de Recherche Agronomique
DCA	Development Credit Authority
DNA	Direction Nationale de l'Agriculture
DNCN	Direction Nationale de la Conservation de la Nature
DRA	Direction Régionale de l'Agriculture
DRCN	Direction Régionale de la Conservation de la Nature
FIAS	Foreign Investor Advisory Service
GRN	Gestion des Ressources Naturelles
HIMO	Haute Intensité de Main d'Œuvre
IER	Institut d'Économie Rurale
IFDC	International Center for Sol Fertility and Agricultural Development
ITC	International Trade Center
LOA	Loi d'Orientation Agricole
MÉIC	Ministère de l'Économie, de l'Industrie et du Commerce
ONG	Organisation Non Gouvernementale
OP	Organisations Paysannes
PAFA	Programme d'Appui aux Filières Agricoles
PCDA	Projet de Compétitivité et de Diversification Agricole au Mali
PIV	Périmètre Irrigué Villageois
UCPMY	Union des Coopératives des Planteurs de Mangue de Yanfolila,
URCEP	Union Régionale des Commerçants Exportateurs de Pommes de Terre
USAID	United States Agency for International Development
SAF	Fonds d'Activités Stratégiques
SICA	Société d'Intérêt Collectif Agricole
SCOFLES	Société Coopérative de Commercialisation des Fruits et Légumes de Sikasso
USB	Unité de Semences de Base, démembrement de l'IER
WARDA	Africa Rice Center
WASA	West African Seed Alliance
WATH	West Africa Trade Competitiveness Hub

EXECUTIVE SUMMARY

During the reporting quarter, IICEM experienced major implementation challenges related to the deteriorating socio-political environment in Mali. These issues resulted in the occupation of Mali's three northern regions by rebel factions during the month of April, the cessation of normal banking practices in the northern regions of Mali, including Mopti, and the formal cessation of collaboration with Mali's public sector that began during the month of April. Activities that were continued by IICEM during this period, and will likely continue into the 4th quarter of 2012, emphasized support to the private sector and were undertaken with the express approval of USAID/Mali.

These activities focused on: (1) expanding irrigation and storehouse infrastructures to enable FTF communities to enhance their production, reduce harvest losses and maintain post-harvest quality, and consolidate and formalize farm-gate sales; (2) monitoring the sales of crops produced in 2011 and the reimbursement of production credit facilitated by IICEM's partnership with the BNDA; (3) assessing farm budgets and gross margins from the 2011 cropping season; (4) organizing producer groups for the 2012 agricultural campaign; and (5) finalizing initial disbursements from Special Activity and Innovative Funds to partner agribusinesses. It should be noted, however, that these enterprise development initiatives are being launched in a deteriorating economic climate that is leading to the progressive erosion of confidence of the private sector and their commitment to invest, particularly when support from the commercial banking sector is becoming increasingly unsure.

In addition, a major preoccupation of IICEM during this period has been to ensure that IICEM-trained producer groups are able to profit from the up-coming planting season in order to avert what could become a serious food insecurity situation following the relatively poor harvests in 2011. Accordingly, at USAID/Mali's request, IICEM elaborated and submitted an urgent food security response initiative to the Mission at the end of May focused on providing essential agricultural inputs to farmer organizations in FTF-targeted communities. This support is intended to provide inputs for producers to apply proven productivity-enhancing technologies for the production of rice, millet and sorghum, and enable them to create a fund to be used for the future inputs procurement. .

Operationally, the period from March 1, 2012 through May 31, 2012 was mostly characterized by the completion of commercial grain sales from 2011 and preparations for the 2012 cropping season that were heavily focused on completing irrigation, warehousing, and commercialization infrastructures. In addition, IICEM agribusiness partners, including wholesale cereal aggregators, received their initial funding to continue implementation of their business/investment plans, and IICEM business development and supply chain support services assisted them in providing adapted management software and financial management and supply chain/quality control management assistance.

Major results for the quarter included:

- In the Mopti and Timbuktu regions, IICEM and its partners completed new irrigation infrastructures for 11 villages to bring more than 450 hectares under controlled water management, and seven (7) 50-ton capacity rice storage warehouses were completed, benefitting more than 800 men and women producers, enabling them to begin consolidating their paddy production and begin to develop structured supply chains to provide quality paddy to local rice mills. Furthermore, thirty one (31) 75-ton capacity warehouses in the Koro-Bankass zone were completed and equipped to facilitate the consolidation and commercialization of millet.
- In the Sikasso region, eight new small dams were completed, providing more than 480 hectares of new irrigable land for the production of rice for more than 1,200 households in FTF communities. Fifty-two (52) 75-ton capacity warehouses were completed in Sikasso and Koutiala to enable producers to consolidate more than 3,900 tons of millet and sorghum and seven (7) 50-ton capacity warehouses were completed for rice storage. In order to

jump-start the development of supply chains for targeted high-value millet and sorghum commercial grain markets, the construction of these warehouses was concentrated in primary production zones served by IICEM partner-cereal wholesalers;

- Vegetable gardens were established in 20 FTF communities in the Sikasso region, providing more than 1,200 women and 125 men with access to 80 hectares for vegetable production, while in the Mopti region women's cooperatives sold vegetables worth more than 70,000 FCFA.
- Also during this quarter, IICEM-sponsored training in quality control procedures (production, harvesting and storage techniques) for millet and sorghum enabled producers to increase their farm-gate price by more than 10%, resulting in an aggregate increase in the value of farm-gate sales by more than 9.5 million FCFA in the Sikasso region and 5.9 million FCFA in the Mopti region.

It should also be noted that completion of the major commercial period for paddy and grain sales during the quarter enabled a preliminary assessment of on-farm performance of partner producer organizations. The impact of marginal harvests in 2011 as a result of reduced rainfall, increased pumping costs to maintain minimum water levels and insufficient availability of subsidized fertilizer on the local market, collectively resulted in a dramatic increase in the market farm-gate price for paddy and millet (lower than expected supply in the face of increasing demand – speculation). This enabled producers to sell lower than anticipated volumes of paddy and cereals to reimburse bank loans for input purchases, which in turn directly reduced the expected volume of contract sales. In Sikasso, the increase in farm-gate price for both paddy and milled rice was mainly the result of improved paddy quality and improvements in processing efficiencies. (Note in the following table that values are cumulative from September, 2012 through May, 2012.)

Indicator	Results as of Aug. 2011	Target 2011 – 2012	Achieved as of Feb. 29, 2012	Achieved as of May 31, 2012	% Target Achieved to date	Remarks
Value of incremental sales (collected at farm-level) attributed to IICEM implementation						
Value	\$4.2M	\$7.5M	\$10.5M	\$12.4M	165 %	Quarterly farm-gate sales were strengthened by supply chain partnerships with cereal wholesalers.
Volume	14,308 MT	23,000 MT	24,177 MT	27,780 MT	121 %	
Value of sub-regional incremental sales attributed to IICEM implementation						
Value	\$577,000	\$3.7M	\$3.5M	No change during the quarter	95 %	Quarterly regional sales were strengthened by supply chain partnerships with cereal wholesalers and expansion of regional markets
Volume	1,760MT	8,250MT	7,505MT		91 %	

Value of new investments by the private sector in agriculture or food chain leveraged by IICEM	\$824M	\$8M	\$4.1M	\$9.8M	123 %	Recent Partnerships through SAF/IF/BDS with more than 9 agri-businesses enabled IICEM to expand its support of the agribusiness private sector
Number of public-private partnerships created following IICEM assistance	4	20	14	23	115 %	

ACTIVITY PROGRESS

IMPROVED PRODUCTION AND PRODUCTIVITY

The major objective of activities designed to improve production and productivity in targeted value chains is to increase yields and ensure that increased on-farm production is better oriented to meet targeted market demand and better ensure household food security needs. This commercial orientation is also intended to encourage farmers and service providers to continue to invest in innovative technologies that will sustainably improve productivity, reduce losses, increase revenues and enable targeted farming systems to become more resilient to the negative impacts of climate change. In general, value chain efforts to improve productivity are based on the need to progressively improve the volume and value of raw material supplies to meet the requirements of targeted product markets. Such efforts continue to be implemented in concert with market development activities focused on diversifying final product markets in ways that will ensure that product quality results in economic and financial incentives for producers to continue investing in innovative technologies that will better enable them to increasingly meet expanding market demand for quality raw material supplies. In general, to achieve this linkage between improved on-farm production and down-stream market demand, IICEM's efforts focus on establishing more efficient raw material supply chains based on formalizing (contract sales) farm-gate commercial transactions, and this will be a major focus of BDS efforts next quarter.

In the case of rice, already a highly commercialized local cereal, present demand for quality milled rice has provided IICEM with an existing high value market demand that is clearly segmented in terms of quality and price. Working with rice millers in the region of Mopti has enabled IICEM to encourage up-stream investments to improve the quality paddy for rice mills that have targeted value-added final product markets with the millers who are willing to pay a premium for quality paddy. This approach was also successful in improving the quality and farm-gate price of rice produced by women's groups in Sikasso. Working with both millers and producer groups to increasingly formalize farm-gate sales has, in turn, provided reassurance to local financial partners such that they are willing to expand producer access to credit for the purchase of production-enhancing inputs without the need for external credit guarantee mechanisms.

Consolidating these professional/commercial relationships further ensures the continued adoption of productivity-enhancing technologies and ultimately the sustainability of IICEM's past and future investments. In addition, they provide a positive commercial basis for continued investments to expand village perimeter rice production infrastructure which is a key element in IICEM's 2012 workplan. These investments will build on IICEM's previous successes in increasing productivity and gross margins in irrigated village perimeter (hereafter referred to by the French acronym, PIV) production systems which have led to both improved productivity and incomes for producer households.

Millet and sorghum, however, are not generally considered commercial crops, rather household food security crops where home consumption is the dominant post-harvest use. Accordingly, very little investment has been made to improve productivity, grain quality or meet targeted market demand for higher value commercial grains. Consequently, to develop a sustainable production context for sorghum and millet, where harvests are increasingly commercialized and quality addition is progressively introduced, IICEM has focused on improving productivity using improved varieties of seed and more efficient agronomic practices, which include: the judicious use of fertilizer; the application of water conservation techniques with a view towards progressively decreasing unit production costs; and increasing commercial production in concert with developing final product markets. Without the coupling of segmented final product markets that increasingly pay for *quality*, and significant on-farm productivity enhancements, widespread on-farm investments to improve millet/sorghum productivity will likely not occur as home consumption does not pay for quality or for reimbursing credit.

Due to the prevailing socio-political and economic environment during the quarter, IICEM proposed to USAID/Mali that the project provide both production inputs to rice and millet farmers in project zones in Mopti and improved seed for project zones in Mopti and Sikasso. This program is intended to be a “one time only” procurement to ensure that partner producer groups, particularly new FTF groups added to IICEM’s program in 2012, will have the means to adopt proven, production-enhancing technologies to improve their own food security situation and have excess production to sell, providing income to reimburse input costs and support other household needs. This “critical food security response” is intended to: (1) ensure access to production inputs in the absence of normal bank lending procedures, particularly in the region of Mopti; (2) promote the use of improved seed varieties that are well-adapted to the specific agro-climatic zones of targeted production systems; (3) ensure that investments in fertilizer result in profitable production increases; and (4) ensure that targeted producer groups can effectively exploit the 2012 growing season and avert what could be a serious food insecurity situation resulting from poor harvests in both 2011/12.

RICE VALUE CHAIN

Rehabilitation of irrigated village perimeters

In the Mopti region, IICEM’s 2012 workplan proposed to: (1) rehabilitate irrigation infrastructure in 11 new PIVs, facilitate the purchase of motor pumps for use in 10 PIVs and deepen an access canal at Kouana; and (2) strengthen the capacity of producer organizations in the management and maintenance of irrigation infrastructure, including water pumps. The table below provides the current status of rehabilitation and procurement efforts. Note that all programmed construction had been completed as of 31 May, 2012. Remaining work involves installing flow valves that have already been delivered to all sites and procurement of motor pumps, which is underway.

REGION	Site	Area (ha)	Length of canals to repair (lm)	Base Width (cm)	% Achieved 31 May 2012
MOPTI	Nantaka	35	850	40	100
	Troumou	88	1,400	50	100
	Saba	35	1,200	45	100
	Kaniéo	30	1,105	45	100
	Senséladji	33	1,200	45	100
	N'Dissoré	30	900	45	100
	Komio	42	1,000	45	100
	Kouakourou1	50	1,100	40	100
	Kouakourou2	20	830	50	100
	Dofina	42	1,000	45	100
TIMBUKTU	Daye MBANDA	47	800	45	100

In addition to the canal rehabilitation noted above, the deepening of a 1 km-long access canal in Kouana has been completed and will ensure proper operation of the Kouana irrigated rice perimeter beginning in 2012.

Development of Producer Cooperatives and Agro-enterprises (Mopti/Timbuktu- rice)

In Timbuktu, 112 ha (compared to 132 ha planned) were cultivated for off-season rice production and 1,807 ha were planned for the 2012-2013 production season with 610 producer organizations. Due to insecurity in Timbuktu, this program has been suspended. In Mopti, producers cultivated 232.25 ha (compared to 317.72 planned) during the off-season involving 11 producer groups. Harvests will take place next quarter.

Counter Season in Timbuktu

Producer Organization and village	Area (Ha)
Producer Organization C.A.M of Sibonné	30
Producer Organization of Batouma	30
Producer Organization of Sibo	20
Producer Organization of Bourem Inaly	2
Producer Organization Goikassine of Iloa	30
Total Area	112

Counter Season in Mopti

Producer Organization and village	Area (Ha)
Producer Organization Djiguitougou of Kouakourou	5
Producer Organization Agricultural of Kouin	27,5
Producer Organization Agricultural of Kamaka	22,75
Producer Organization Agricultural PIV of Senseladji	32,25
Producer Organization of Deybata	30
Producer Organization of Adoukarim	11,75
Producer Organization Galali of Seby	20
Producer Organization Benkadi of Sah	15
Producer Organization Wafakoye of Diogui	22
Producer Organization Gomni Kondey of Diogui	16
Producer Organization Yiriwali of Mendie	30
Total Area	232

Scaling Up Intensive Rice Production System (Mopti – rice)

New production equipment was introduced to the PIVs for the production of rice using SRI techniques. A training session was conducted in San for 30 participants on the use of motor-cultivators, transplanters and weeders to facilitate the large scale adoption of SRI techniques. SRI techniques should better enable producers to improve rice productivity while conserving the natural resource base and strengthening the producers' capacity to adapt to some of the negative effects of climate change.

Lowland Rice Value Chain (Sikasso)

The construction of eight (8) new small dams, using high-intensity manual labor provided by the beneficiary communities, and the completion of the Siramana dam during the quarter will enable an additional 486 ha of lowland rice cultivation for more than 1,200 FTF communities in Sikasso and Koutiala. The table below summarizes the additional cultivated lowland area for rice production resulting from these construction undertakings.

Community	Site	Area (Ha)
Fama	Siramana	101
Finkolo Ganadougou	N'Golonina	45
Finkolo Ganadougou	Wogan	50
Gongasso	Korowédougou	45
Niéna	Kongolikoro	50
Miniko	Badiana	50
Zégoua	Korédougou	50
Lobougoula	N'golokasso	50
Danderso	Zanikodougou	45
Total Area		486

MILLET /SORGHUM VALUE CHAINS

Globally the 2011-2012 agricultural season in the Koro-Bankass area (Mopti) was not particularly good, nor was it particularly good in neighboring Niger and Burkina Faso. As a result, there is a very strong market demand for millet grain. This demand, coupled with national efforts to reconstitute national food security stocks for distribution to vulnerable zones, resulted in a significant increase in market prices, from 170,000 FCFA/ton to 201,500 FCFA/ton, occasionally as high as 240,000 FCFA/ton. Consequently, many producers preferred to stock larger than projected quantities of millet in anticipation of future price increases. Moreover, IICEM-supported producers received higher than average yields of 1.14 t/ha, compared to producers that did not use improved technologies where yields varied between 200 kg/ha to 800 kg/ha. The improved yields, in addition to better quality grain and the prevailing high market price, enabled producers to reimburse their bank credit by selling less grain than usual. In general, high market prices increased short term revenues, but lower than normal yields may lead to food insecurity/re-purchase of grain later in the season at relatively high prices. These factors contributed to the significant increase noted in the gross margin for millet producers in 2011/12.

Development of Producer Cooperatives and Agro-enterprises

Forty two producers (36 men and six women) in Bankass were trained in improved techniques for managing farm-gate sales where focus was placed on calculating production costs and understanding the concept of margins and product quality and their importance to penetrating targeted markets and negotiating market prices.

In Sikasso, activities focused on certified seed production and agronomic training. A major factor limiting the improved productivity of millet and sorghum is the low availability of high quality, certified seed of improved varieties. In order to improve producer access to improved seed for millet and sorghum, IICEM has encouraged targeted seed cooperatives to develop commercial relationships with producer organizations producing millet and sorghum to begin establishing structured seed markets and supporting seed supply chains.

Consequently, a contract was signed with the Union of Cooperatives of Maize Producers of Diedougou to produce certified millet and sorghum seed on 150 ha. This contract stipulates the production of R1 and R2 of the sorghum varieties Tiandougou, Tiandougoukoura, Somba and Diakumbe, all adapted to one or more of the agro-climatic zones of targeted producer groups, as well as the production of millet varieties Toroniou and Sanioba, both varieties that have demonstrated good in-field performance and conform to commercial market demand. Four hundred and fifty (450) producers, including 67 women, were trained in best agronomic practices for millet and sorghum seed production.

Training was also organized for new producer groups in FTF communities, including 700 producers, representing 62 producer organizations in Sikasso and Bougouni, to improve millet and sorghum productivity. Training sessions focused on: presenting improved varieties/seeds available to producers through R&D efforts; management of the cropping calendar; evaluation of input needs based on best practices; and improved fertilizer-use techniques, including micro-dosing.

Support for Establishing Structured Supply Chains in Major Production Zones (Mopti)

Two producer organizations in the Koro-Bankass zone sold a total of 46 tons of millet, including 6.9 tons of high quality millet conforming to signed contracts with partner wholesalers and 39.1 tons for local grain reserves.

OTHER PRODUCTS FOR REVENUE DIVERSIFICATION

Continuing Introduction of New Technologies for Vegetable Production

Sikasso Region

In order to diversify household revenue and improve family nutrition in project targeted areas, IICEM has placed a special emphasis on the development of vegetable production by creating vegetable gardens and extending best practices for vegetable production to targeted populations. Implementation of this program during the present reporting period has entailed: completing the establishment of vegetable gardens in 20 villages in FTF communities in Sikasso, Koutiala and Kadiolo; and providing access/opportunities to more than 1,200 women and 125 men on 80 ha to diversify household revenue, as well as improve/diversify household diets. The table below summarizes targeted communities, villages, and cultivatable areas.

County	Commune	Village	Area (ha)
Bougouni	Doumba	Blendougou	4
	Faragouaran	Sebirila	4
	Faradiélen	Faradiélen	4
Sikasso	Diomaténé	M'Pegnesso	3
	Kafouziéla	Zoloko	3
	Fama	Kouroumasso	4
	Fama	Siramana	5
	Finkolo Ganadougou	Gladié	5
	Finkolo Ganadougou	Finkolo Ganadougou	5
	Finkolo Ganadougou	Bankorobougou	5
	Finkolo Ganadougou	Tonokala	5
	Finkolo Ganadougou	N'Kolonina	5
	N'Tjikouna	N'Tjikouna	3
Kadiolo	Loulouni	Loulouni	3
	Zegoua	Koredougou	3
	Kadiolo	Sama	3
Koutiala	Zangasso	N'Tosso	4
	Sorobasso	Sorobasso	4
	Kapala	Kapala	2
	Koloningué	Molobala	2
TOTAL			76

Mopti Region

Women's cooperatives involved in vegetable production were provided improved seed for cabbage, tomato, eggplant, red pepper, green pepper and cucumber production during the previous quarter. The table below provides a summary of the production and sales of horticultural products for Kouin and Bagui.

Site	Product	Area (ha)	Production Total (T)	Quantity total sold (T)	Price /T	Sales
KOUIN	Eggplant	0.05	0.13	0.03	90,000	2,700
	Red Pepper	0.04	0.035	0.023	200,000	4,600
	Cabbage	0.048	0.09	0.04	350,000	14,000
	Cucumber	0.037	0.012	0.004	325,000	1,300
	Tomato	0.06	0.007	0	0	0
	Eggplant	0.002	0.10	0.05	75,000	3,750
BAGUI	Red Pepper	-	-	-	-	0
	Cabbage	0.04	0.07	0.03	210,000	6,300
	Cucumber	-	-	-	-	0
	Tomato	0.009	0.27	0.12	325,000	39,000
TOTAL		0.286	0.714	0.297		71,650

Aquaculture and Rice/Fish Production

Mopti Region

- New species were introduced for on-going rice/fish and pure aquaculture demonstration tests;
- Transplanting rice seedlings took place in April and the harvest is expected in July, 2012.
- Monitoring of production took place in April and provided a small increase compared to average weights of the fish in March.

Technical Training for NGOs, Producers, and Technicians Specializing in Rice/Fish

Training undertaken during the past two quarters is summarized in the following table:

Regions	Date of Training	Training Themes	Men Trained	Women Trained	Training Site
Timbuktu	February	Construction of fish ponds for rice/fish production	13	7	Timbuktu
Timbuktu	March	Fertilization techniques for fish production	10	10	Timbuktu
Mopti	April	Organic fertilization of fish ponds for rice/fish production and preparation of fish feed based on by-products and animal manure	14	1	Barigodaga

ENCOURAGING A FAVORABLE ENVIRONMENT FOR AGRICULTURE, COMMERCE AND THE PRIVATE SECTOR

To facilitate the commerce of cereals between major production zones and major domestic and sub-regional market centers, IICEM is concentrating its efforts on better informing cereal wholesalers and transporters of the results of transport cost studies related to millet, sorghum and rice. IICEM is also working to facilitate lobbying efforts for private sector transporters to reduce illegal transport charges along major commercial corridors, domestic and sub-regional, in order to improve the efficiency and fluidity of commerce. Activities were temporarily suspended during the present quarter, but will resume next quarter.

IMPROVING NRM TO SUPPORT AND SUSTAIN AGRICULTURE

An analysis of texts related to the management of water and forestry resources was the object of a workshop held in Segou for locally elected officials, associations of hunters, women and *Eaux et Forêts* officials from Ségou, Mopti, Timbuktu and Gao at the end of March 2012. As a result of this workshop, a number of political, legislative and administrative procedures were completed with IICEM assistance). In addition, preparation of construction 70 meters of contour, slope stabilization and 300 semi-lunar water catchments were started in May, which will provide anti-erosion protection for 315 ha in Koutiala.

IMPROVING FINANCIAL SERVICES

IICEM continues to promote a consultative process between the National Agricultural Development Bank (BNDA) and producer organizations, cereal wholesalers and input dealers to ensure better access to production credit and inputs for production and to encourage investments that would improve the productivity and market penetration of locally produced cereals, specifically rice, millet and sorghum.

During the quarter, activities focused in three areas; (1) new loans for production inputs for off-season rice production in Mopti; (2) monitoring reimbursement of 2011 input loans for Mopti and Sikasso; and (3) the preparation of loan requests for the 2012-2013 campaign (Sikasso only, due to the cessation of BNDA (and all other banks') services for Mopti).

Four loans were authorized and paid to Mopti region rice producers in Kouin (6.5 million FCFA), in Diogui (9 million FCFA), in Abdou Karim (3.25 million FCFA) and Kamaka (6 million FCFA) totaling 24.8 million FCFA. No loans were accorded during the quarter for Sikasso.

With regards to monitoring credit reimbursement for input loans for the 2011 campaign, only loans for Sikasso and some of those from Mopti were monitored because the BNDA closed its agencies in Mopti and Timbuktu. Despite these limitations, IICEM was able to monitor 101 loans with a total value of 212.7 million FCFA of which 183 million FCFA have been reimbursed, for an 86% recovery rate. Of the 34 additional loans totaling 71.3 million FCFA for millet production in Koro-Bankass, 64.4 million FCFA was reimbursed for a recovery rate of 90%. This rate of recovery for millet production was greatly appreciated by the BNDA, which normally does not provide input loans for this cereal due to its high risk. Monitoring loan reimbursements will continue next quarter.

Due to BNDA's closure in Mopti and their decision to not process loan requests for production credit for the 2012 campaign in that region, IICEM's loan facilitation efforts during the quarter were focused in the region of Sikasso where millet, sorghum and rice producers have indicated credit needs totaling 283 million FCFA for the 2012-2013 campaign. Formal credit requests will be prepared and submitted to the bank early next quarter.

IMPROVING MARKET ACCESS AND INCREASED COMMERCIALIZATION

IICEM continues to work with progressive agri-business partners to increase product value and develop a transactional base that is increasingly more efficient and profitable and promotes

investments in up-stream raw material supply chain development. Activities focus at the farm-gate to promote market-driven production, while strengthening down-stream linkages to intermediate and final product markets. An integral part of IICEM's marketing strategy is developing quality assurance, both at the level of raw material supplies, as well as for finished products, recognizing that quality/price differentiation is a key element in penetrating new product markets.

For the rice value chain, given the fact that relatively well-segmented, high value rice markets exist, both domestically and sub-regionally, IICEM's market-development efforts continue to focus on encouraging private sector investment in quality rice processing. In addition, strengthening commercial linkages between rice mills targeting quality final product markets and IICEM-assisted producer organizations is a strategic method to ensure the sustainability and financial/economic viability of past and future IICEM investments in irrigation infrastructure, warehousing and the use of improved production inputs. Interventions focus on assisting three rice mills to progressively *contract* for raw material supplies, invest in developing quality control procedures and diversify their final product markets for quality finished rice. The objective is to use quality criteria to orient production and provide a commercial basis for actors (producer organizations, rice mills, and final product market wholesalers/retailers) to increase profit margins based on competitive pricing and increasing the volume of sales. To improve the quality of parboiled rice and increase value addition, IICEM is also continuing market development with women groups in Sikasso, targeting both parboiled and white rice while also initiating new activities in Mopti focused on the diffusion and adoption of improved parboiling techniques for women's groups, in association with rice mills.

Concerning the millet and sorghum value chains, market development efforts continue to emphasize to producers the need to make basic improvements in commercial grain quality that can be supported by existing market demand, while also working with processors and institutional market operators to expand commercial grain markets to include quality-based segments. At the same time IICEM is working with a few targeted processors (leaders in their field) to increase their final product markets whereby the processors are encouraged to expand/diversify their existing investment in raw material supply chains with consolidators, producers and producer groups, thereby creating new, value-added farm-gate market opportunities.

Rice Value Chain

Commercialization in the North

In Timbuktu during the reporting period a total of 4,160 tons of paddy (PIV = 2,483 tons and lowland = 1,677 tons) were sold for a total value of approximately 866 million FCFA. In Mopti, a total of 1,968 tons (PIV) were sold for a total value of approximately 357 million FCFA.

Support for three small rice mills (Mopti)

Intensive collaboration with and encouragement of producer organizations targeted to supply the Planète Distribution rice mill with paddy ultimately facilitated the signing of supply contracts between the producer organizations and the rice mill. These producer organizations, some of which received pre-campaign financing from Planète Distribution, respected their sales contracts and paddy quality requirements, selling the commercial part of their production to Planète Distribution.

The total volume of paddy purchased by Planète Distribution during the quarter was 167.4 tons. Planète Distribution milled 160.3 tons of paddy during the quarter, while RIFAB, a second agribusiness partner, milled 170 tons during the same period. During the quarter Planète Distribution sold 56.2 tons of white rice, RIFAB 101.7 tons and SOPROTRIAD, the third agribusiness partner in the region, milled 8.4 tons (production was limited due to a problem with their generator). The total milled volume was 166.4 tons for a value of 70.7 million FCFA. In addition, RIFAB produced 460 tons of animal feed for a value of 74.7 million FCFA. (See table below). Nine (9) rice mill entrepreneurs and staff (all men) also received training in basic enterprise management, including simplified accounting procedures.

Rice Mill	Product	Q I Volumes Sept–Nov 2011	Q II Volumes Dec 2011 – Feb 2012	Q III Volumes March–May 2012	TOTAL VOLUME
Planète Distribution	<i>Purchased Paddy</i>	96.9 T	210.5 T	167.4 T	474.8 T
	<i>Milled Paddy</i>	96.9 T	70 T	160.3 T	327.2 T
	<i>Milled Rice Sold</i>	53.3 T	38.5 T	56.2 T	148.0 T
RIFAB	<i>Purchased Paddy</i>		210 T		210.0 T
	<i>Milled Paddy</i>		18.2 T	170 T	188.2 T
	<i>Milled Rice Sold</i>		10 T	101.7 T	111.7 T
	<i>Purchased Cotton Grain</i>		500 T		500.0 T
	<i>Grain Processed</i>			460 T	460.0 T
	<i>Animal Feed Sold</i>			460 T	460.0 T
SOPROTRILAD	<i>Purchased Paddy</i>		21 T		21.0 T
	<i>Milled Paddy</i>		52.5 T	14 T	66.5 T
	<i>Milled Rice Sold</i>			8.4 T	8.4 T

To encourage raw material consolidation and quality improvement, seven 50-ton warehouses for paddy were constructed during the quarter and all were equipped with scales and pallets. Presently, the beneficiaries, approximately 1,823 men and women, are awaiting the official “transfer” of these warehouses.

Commercialization in the South

During the quarter, IICEM focused activities on improving the quality of milled white and parboiled rice. Specifically, women were trained in the basic concepts of supply chain development for the six small mills provided by the project (M’Pegnesso, Kouroumasso, Loutana, Finkolo, Ganadougou and Zangaradougou). The main objective of the training was to impress upon participants the need to provide milling units with *high quality* paddy in order to produce high quality milled rice. In this regard women were trained in moisture control and sorting to ensure high quality, homogenous paddy. Women were also trained in basic organization/supply chain management principles and marketing. Five hundred (500) women were trained in mill operation/management. *As a result of this training a significant increase in gross margin was noted, increasing from approximately 25,000 FCFA/ton for paddy, to over 50,000 FCFA/ton for milled rice. For the quarter, approximately 2,024 tons of paddy were sold with an estimated value of over 700 million FCFA.*

Millet/Sorghum Value Chain

Support to cereal wholesalers for the sale of quality commercial millet grain

During the reporting period producer groups in Koro-Bankass sold 46 tons of millet for a value of 10,909,515 FCFA, including 6.9 tons related to signed contracts with cereal wholesalers and 39.1 tons locally for food security stocks. In addition, during the quarter, cereal wholesale partners sold

797 tons of millet and 80 tons of sorghum for a value of 207,618,500 FCFA and 18,800,000 FCFA, respectively.

Consolidation of cereal volumes through construction of storage warehouses

In order to promote on-farm consolidation of millet and sorghum production and improve farm-gate cereal quality, IICEM completed the construction of fifty-two (52) 75-ton warehouses in Sikasso and Koutiala, enabling 52 producer groups to consolidate approximately 3,900 tons of millet and sorghum. By focusing warehouse construction in major millet/sorghum production zones targeted by IICEM- partner cereal wholesalers, IICEM seeks to encourage the establishment of better structured commercial cereal supply chains that can increasingly target higher value commercial grain markets due to quality assurance, thus better enabling supply chain actors to increase margins. In the Koro-Bankass area of Mopti, thirty one (31) 75-ton warehouses were constructed and equipped to facilitate the consolidation and commercialization of quality millet for an estimated 2,800 beneficiaries.

STIMULATING ENTREPRENEURSHIP WITH A STRATEGIC ACTIVITY FUND, AN INNOVATIVE FUND AND AGRIBUSINESS DEVELOPMENT

During this quarter, the Strategic Activities Fund (SAF) and Innovative Fund (IF) agreements were signed with partner agro-enterprises and the first disbursements (50% of the total grant values) were made for a total value of 189 million FCFA. This amount was divided among 3 agro-enterprises assisted by the Innovation Fund for a total of 31 million FCFA and 6 agro-enterprises assisted by the Strategic Activity Fund for a total of 158 million FCFA, as noted below:

Strategic Activity Fund:

- Aquaculture Farm of Mr. Boubacar Diallo in Baguineda and a fish feed production unit;
- A sesame conditioning enterprise PROSEMA SAU, located in Fana;
- A cereal processing enterprise, DANAYA CEREALES, located in Bamako
- A cereal wholesaler/consolidation enterprise, Koni Jigné sarl, located in Sikasso
- A cereal wholesaler/consolidation enterprise, SO.D.F. sarl, located in Koutiala;
- A cereal wholesaler/consolidation enterprise, SKC sarl, located in Segou;

Innovative Fund:

- An aquaculture cooperative, Aqua Bambadi, located in Sébé;
- A mango-based vinegar processing unit, UPROSEV, located in Bamako; and
- A fonio processing unit of, UCODAL, located in Bamako.

The business plans/investments for these agro-enterprises are presently underway and the level of implementation has been assessed as satisfactory following recent monitoring/supervisory visits during the month of May.

During the quarter IICEM's Business Development Services (BDS) team provided focused support to UPROSEV to improve the quality of their mango-based vinegar. The support included: undertaking a complete diagnostic to identify market acceptability/quality-related issues; identifying cost-effective equipment capable of resolving existing quality issues; and coordinating a professional exchange visit between UPROSEV and successful mango-vinegar producers in Senegal.

Elaboration and implementation of business plans for cereal wholesalers and processors

To strengthen business management capacity and facilitate the implementation of business plans, 10 agribusiness partners have benefitted from the installation of an integrated commercial software package conceived by a Malian enterprise named Sogokien Technologies. This software, once adopted, will enable agribusiness partners to manage their supply chains, stock/inventory, cash flow and sales. The objective is to improve business performance through more efficient management and decision-making based on by improving access to real-time commercial information. During the

quarter, Sogokien Technologies began training cereal wholesalers and processors. On-site operations will begin next quarter.

Supporting wholesalers for marketing quality cereals at the national level

Analysis of the millet, sorghum and maize supply chains for wholesaler partners clearly demonstrated the urgent need to strengthen and better structure supply chain management. Consequently, IICEM decided to organize a series of training activities for the wholesale partners' supply chain staff on harvest, post-harvest, storage and quality control best practices. Since these staff are responsible for farm-gate and rural market purchases of grain, they were deemed best placed to inform, assist and encourage producers and producer groups on ways to improve on-farm yields and grain quality. This training included collectors of raw materials, their agents and warehouse managers working in millet/sorghum supply chains. Wholesalers, supply chain managers, collectors and drivers, were all trained in best practices concerning cereal storage, warehouse management, quality control and procedures for product traceability. *Sixty six (66) individuals participated in this training to provide a common vision for all actors to begin structuring quality-driven millet and sorghum supply chains.*

Supporting the establishment of structured supply chains in major production zones

During this quarter, significant improvements in the quality of millet and sorghum were noted following training with partner producer organizations. A total of 1,698 participants were trained: 1,572 producers; 60 members of NGOs and cooperative leaders; and the remaining 66 were wholesalers, collectors and storehouse managers.

The quality of cereals supplied to wholesalers, and by wholesalers to their clients, showed a net improvement this quarter over sales from non-project suppliers. Note the tables below:

Sikasso Zone: Quality Premium Paid	10 to 20 FCFA/kg – depending on the period of sale
Quantity of millet/sorghum sold conforming to quality criteria in contracts	322 tons
Total value of sales of cereals conforming to quality criteria in contracts	71,813,270 FCFA
Supplemental revenue generated for producers due to quality premium	5,913,000 FCFA (8.2% to total sales)
Mopti Zone: Quality Premium Paid	20 to 32 FCFA/kg – depending on the period of sale
Quantity of millet/sorghum sold conforming to quality criteria in contracts	401 tons
Total value of sales of cereals conforming to quality criteria in contracts	78,258,465 FCFA
Supplemental revenue generated for producers due to quality premium	9,639,345 FCFA (12.3% of total sales)

GENDER-RELATED ACHIEVEMENTS & MAINSTREAMING GENDER INTO ACTIVITIES

CREATING GENDER-EQUITABLE OPPORTUNITIES IN VALUE CHAIN DEVELOPMENT

In order to establish gender equity in value chain programs, IICEM's approach is to focus on actual opportunities identified during the implementation of rice, millet and sorghum value chain activities, and on parboiled milled rice production in lowland production areas in the Sikasso region.

MILLET/SORGHUM VALUE CHAIN

In the region of Mopti, both women and men equally benefitted from IICEM's support and advice regarding the reimbursement of BNDA loans. In addition, women benefitted from training and support for the application and adoption of improved production practices for vegetable production and aquaculture.

SYNERGISTIC ACTIVITIES WITH OTHER PARTNERS

This quarter, a major implementing partner was the World Vegetable Center – AVRDC, which worked in collaboration with IICEM's Sikasso team to establish vegetable gardens and to develop vegetable production demonstration centers. AVRDC and IICEM installed drip irrigation systems in three demonstration sites in Bougouni, Sikasso and Kadiolo. These centers enabled more than 90 producers (60 women) in the surrounding villages of Loulouni, Blendougou and Finkalo Ganadougou to learn best agronomic practices for vegetable production.

INDICATOR TABLES

PROJECT INTERMEDIATE RESULT 1: AGRICULTURE PRODUCTIVITY IMPROVED

NOTE: Data are cumulative from September 2011 through May 2012

Indicator	Target 2011 Previous PMP	Results Through Aug. 2011	Target 2011-2012	Achieved ¹ as of 31 May 2012	Remarks
Gross margin per unit (\$/ha, cumulative)					
Millet	\$122	\$221	\$252	Will be report in the Annual report	Still collection of sales, which affect the gross margin.
Sorghum	\$122	\$293	\$353		
Lowland Rice	\$513	\$681	\$800		
Irrigated Rice (PIV)	\$1,198	\$1,247	\$1,610		
Number of farmers and others who have applied new technologies or management practices as a result of IICEM assistance	9,000	17,238	30,000	20,557	Includes only FTF farmers within rice, millet and sorghum value chains. Most of the growth is planned in the next campaign, June-July 2012.

¹ Only producer groups located in targeted FTF communities are included in results for 31 May 2012

Indicator	Target 2011 Previous PMP	Results Through Aug. 2011	Target 2011-2012	Achieved' as of 31 May 2012	Remarks
<i>Number of hectares under improved technologies or management practices as a result of IICEM assistance</i>	12,500	10,708	27,000	14,838 new= 4,130; old= 10,708	This number represents only the FTF communes of the campaign FY11. All the new hectares for which IICEM will providing technical assistance for the campaign 2012 will be added in the Annual report.
<i>Number of persons having received short term training on agricultural sector productivity</i>	2,000	3,617 (904 women 2,713 men)	6,000 (2,000 women 4,000 men)	3,670 (993 women 2,677 men)	Short-term training included: quality standards and control/assurance; best production practices – millet and sorghum; cooperative development/management and BDS, including farm management – cash flow, profitability and enterprise development
<i>Number of private enterprises, producer organizations, associations of water users, women's groups, business associations receiving IICEM support</i>	New definition	241	500	261	Most of the growth will be shown in the Annual report, as all producers' organizations that receive technical assistance in the campaign 2012 will be included.
<i>Number of members of producer and community organizations receiving support from IICEM</i>		17,238	30,000	24,276	Increase due to the inclusion of new FTF producer groups for millet and sorghum and those participating in vegetable production and fish-farm activities.
<i>Number of new technologies or management practices available for transfer</i>		6	6	8	No change during the quarter.
<i>Number of rural households directly benefitting from IICEM intervention</i>		12,636	24,000	15,594	Slight increase during the quarter.

PROJECT INTERMEDIATE RESULT 2: MARKETS AND TRADE EXPANDED

NOTE: Data are cumulative from September 2011 through May 2012

Indicator	Target 2011 Previous PMP	Results Through Aug. 2011	Target 2011-2012	Achieved ² as of 31 May 2012	Remarks
Value of incremental sales (collected at farm-level) attributed to IICEM implementation (\$, volume)	\$8.6 M	\$4.2M 14,308 MT	\$7.5M 23,000 MT	\$12.7M 28,048 MT	Incremental sales of farmers to the traders were above expectations, even with the lower yield due to the poor rainy season.
Value of sub-regional incremental sales attributed to IICEM implementation (by \$ and volume)		\$577,000 1,760MT	\$3.75M 8,250 MT	\$3.5M 7,505 MT	No change registered for the quarter. (Sub-regional trade values and volumes from cross border trade of IICEM wholesale cereal partners).
Number of hectares exploited due to improved natural resource management		0	0	0	To be undertaken beginning in the following quarter (June-August)
Number of policies, laws, agreements or regulations in each of the following categories:				9	
Phase 1 of 5: Analysis		3	6		Three decrees passed by the Council of Ministers required detailed analysis of 9 previous laws/decrees
Phase 2 of 5: Elaborated and presented for public discussion		-	4		
Phase 3 of 5: Presented for new legislation of decrees		-	6		Council of Ministers passage of 3 decrees for the re-classification of the forest of Bougouni-Yanfolila
Phase 4 of 5: approved and passed		-	5		
Phase 5 of 5: for implementation		-	3		

² Only producer groups located in targeted FTF communities are included in results for 31 May 2012

PROJECT INTERMEDIATE RESULTS 3: INVESTMENTS IN ACTIVITIES RELATED TO AGRICULTURE AND NUTRITION

NOTE: Data are cumulative from September 2011 through May 2012

Indicator	Target 2011 Previous PMP	Results Through Aug. 2011	Target 2011-2012	Achieved ³ as of 31 May 2012	Remarks
Number of public-private partnerships created following IICEM assistance	10	4	20	23	Recent Partnerships through SAF/IF/BDS with more than 9 agri-businesses enabled IICEM to expand its support of the private sector
Value of new investments by the private sector in agriculture or food chain leveraged by IICEM		\$824M	\$8M	\$9.8M	New FTF indicator designed to monitor investments leveraged by SAF and Innovation Funds. Recent Partnerships through SAF/IF/BDS with more than 9 agri-businesses enabled IICEM to expand its support of the agribusiness private sector

³ Only producer groups located in targeted FTF communities are included in results for 31 May 2012

PROJECT INTERMEDIATE RESULTS 4: INCREASED OPPORTUNITIES FOR EMPLOYMENT IN TARGETED VALUE CHAINS

NOTE: Data are cumulative from September 2011 through May 2012

Indicator	Target 2011 Previous PMP	Results Through Aug. 2011	Target 2011-2012	Achieved ⁴ as of 31 May 2012	Remarks
Number of jobs resulting from IICEM's technical and financial support	20	200		204	New FTF indicator. This indicator represents fulltime jobs created by private sector partners. These jobs could be a result of new investments or the expansion of existing commercial enterprises
Value of agricultural and rural loans		\$2.2M 163 loans	\$2M 225 loans	\$332,328 15 loans	No change during the quarter. Preparation of loan requests for the 2012 cropping season presently underway and will be reported next quarter.
Number of micro, small and medium size enterprises receiving IICEM support for access to bank loans		10	12	11	No change for the quarter. New FTF indicator will monitor the number of micro, small and medium-size enterprises that have received bank loans, technical assistance or support funds from IICEM.
Number of micro, small and medium size enterprises receiving IICEM support for access to bank loans		19	19	17	No change for the quarter. New FTF indicator that will monitor the portfolio of agri-business partners receiving technical assistance and/or IICEM support funds

⁴ Only producer groups located in targeted FTF communities are included in results for 31 May 2012

ACTIVITIES PLANNED FOR NEXT QUARTER

IMPROVING PRODUCTION AND PRODUCTIVITY

Productivity 1: Rehabilitation of the village perimeters and lowlands

Sikasso Region

- Train water management committees in Siramana and the eight (8) villages where small dams were constructed; and
- Identification of new FTF sites for constructing small dams.

Mopti Region

- Provide motor pumps to new producer groups in Mopti;
- Train motor pump operators in basic maintenance and producer groups in the maintenance of irrigation infrastructure and in sustainable water management techniques.

Productivity 3: Development of cooperatives and seed agribusinesses (millet/sorghum)

Sikasso Region

- Train the Union of Maize Producer Cooperatives of Diedougou in established agronomic practices for quality seed production; and
- Monitor seed production fields of Union members.

Productivity 4: Development of producer cooperatives and agribusinesses (millet/sorghum)

Sikasso Region

- Train producer cooperatives and agro-enterprises in best agronomic practices, production planning and farm management (maximizing margins through a judicious use of inputs) to more efficiently meet market demand requirements;
- Train producer cooperatives and agro-businesses in strengthening farm-market linkages (managing on-farm production costs, securing credit through sales contracts and respect of quality requirements, elaborating a farm budget, calculating on-farm margins and developing business plans in collaboration with commercial partners).

Mopti Region

- Sign a collaboration agreement with the NGO slated to implement IICEM's millet program in Koro-Bankass over 6,000 ha in 2012.
- Train 250 trainers of producer groups in farm management and best agronomic practices to better improved productivity and cereal quality demanded by commercial grain markets.
- Continue the training of 51 trainers of cooperatives on farm management, profitability, securing farm-gate transactions (contracting), access to credit and marketing.
- Determine with NGO staff producer input requirements for the 2012 cropping season and begin on-farm agronomic training, field preparation and monitoring for the campaign 2012.

Productivity 7: Development of cooperatives and agribusinesses (rice)

Sikasso Region

- Continue to train producer groups in agronomic best practices, emphasizing the need to manage production costs via micro-dosing fertilizer, use of organic fertilizer and intensive rice production techniques.

Mopti Region

- Train producer cooperatives and agro-enterprises in best agronomic practices, production planning and farm management (maximizing margins through a judicious use of inputs) to more efficiently meet market demand requirements;

Productivity 9: Promoting Large-Scale Implementation of the System of Rice Intensification (SRI):

Collaborate with IFDC on a test using micro-dosing techniques in off-season rice production to assess the impacts of lower fertilizer use on on-farm margins.

Productivity 10: Introducing new equipment for rice production and threshing to producers in the IVPs in the North and in the Lowlands of the South

Using equipment to improve productivity and reduce overall production costs by mechanizing cultivation, soil leveling, weeding and transplanting within the context of intensive rice production practices.

OTHER PRODUCTS FOR DIVERSIFICATION OF REVENUE

Productivity 11: Continuing the introduction of new technologies for vegetable production

Sikasso Region

- Train women and men in best vegetable production techniques

Mopti Region

- Establish commercial relations between women vegetable producers and seed suppliers
- Provide simple, basic equipment for producers to use in vegetable production

Productivity 13: Establish new sites for demonstrating techniques to prevent soil erosion

Anti-erosion activities will begin during the quarter in targeted villages in Koutiala

ACTIVITIES TO FOSTER A MORE ENABLING ENVIRONMENT FOR AGRICULTURE

During the next quarter, the IICEM Transport and Trade team will resume activities in the two main focus areas: 1) public sensitization about the ECOWAS and UEMOA rules for free trade in cereals and basic staple foods in order to encourage interest in intra-regional trade, and 2) capacity building for the Cereals Traders Advocacy Committee in how to organize themselves and in articulating policy reforms to reduce trade barriers and reduce transport costs.

IMPROVING NRM TO SUPPORT AND SUSTAIN AGRICULTURE

Efforts will focus on five villages, where the planting of 50,000 trees has been planned in order to reinforce on-going efforts to reduce erosion and improve soil fertility.

EXPANDING MARKETS AND TRADE

MILLET/SORGHUM

MARKET 1: SUPPORT TO WHOLESALE TRADERS IN LAUNCHING QUALITY CEREALS ON THE MARKET – NATIONAL

Mopti Region

- Continue to work with producer groups, cereal wholesalers and processors to encourage contracting for farm-gate sales, emphasizing the advantages, under normal conditions, of securing bank loans for the procurement of production inputs.

MARKET 5: SUPPORT TO THE THREE SEMI-INDUSTRIAL RICE MILLS PARTNERING WITH IICEM

Mopti Region

- Work with rice mills to monitor the quality of paddy using IICEM-provided moisture meters.
- Monitor rice mill performance and attainment of business plan objectives

- Train mill staff in managing quality raw material supplies and marketing/market penetration.

ENHANCING FINANCIAL SERVICES

Market 9 (Finance): Assisting partners with loan applications and negotiations

- Organize meetings among input suppliers, producer groups and banks to negotiate terms for acquiring production inputs, e.g. improved seed and fertilizers;
- Assist/support NGOs in their efforts to elaborate and present to banks formal credit requests from their producer group beneficiaries;
- Facilitate/promote sales contracts for farm-gate purchases between producer groups and cereal wholesalers to secure and formalize transactions related to millet and sorghum production and better secure loans for input credit.
- Recupérate available funds from the guarantee fund lodged at the BNDA

BUSINESS DEVELOPMENT

Investment 11: Business development support to partner enterprises

- Monitor and assist in the application of business development plans of partner cereal wholesalers within the context of IICEM's Special Fund support;
- Facilitate access to additional credit (revolving funds for cereal purchases, investment credit, etc.) for partner wholesalers benefitting from IICEM's Innovation and Special Activity funds;
- Provide local "coaching" and monitoring of the application of basic management tools provided to partner wholesaler firms;
- Provide and operationalize a commercial software package for 10 business partners developed by DIAGO KUNAFONI and IICEM/ABT Associates/USAID;
- Collect of enterprise performance data (volumes, sales, destination markets)

PROMOTING GENDER-EQUITABLE OPPORTUNITIES

Gender 2: Support for women millet/sorghum and rice vendors

Analysis of Commercial Opportunities for "Clusters"

A business development study will be undertaken which will focus on an analysis of commercial opportunities that could be exploited by a cluster of small-scale cereal processors supplying processed raw materials through a supply chain network to Danaya Cereals and other processors. The objective of this study is to propose a detailed action plan for USAID for future investments in FTF programs focused on the commercial development of the millet/sorghum cereal sector, and with a specific focus on micro-enterprise development for value addition and quality assurance.

Gender 3: Support to women rice parboilers in Mopti

Parboiled rice production in Mopti

Improving the production, productivity and revenue of women who parboil rice requires a focus on strengthening their technical and basic management capacities. IICEM plans to use IICEM-sponsored rice mills as a commercial platform to develop and improve the commercial viability of the parboiled rice value chain in Mopti. This training will involve parboiling techniques, including best practices, improved equipment, basic management, and leadership. Once these techniques have been identified and major needs and constraints are clarified, an action plan will be elaborated. The terms of reference have already been completed.

Gender 4: Functional literacy training for women millet and sorghum and rice producers in the Sikasso Region

IICEM has documented significant positive impact on women's leadership and income generation in Finkolo-Ganadougou, where IICEM assisted with the development of a literacy training center and

initial courses in functional literacy and numeracy. In addition to improving their technical capabilities, the courses have strengthened the women's sense of empowerment and community participation, and also enabled them to write down recipes from child nutrition cooking courses, which has strengthened their ability to prepare nutritive meals at home for their children. To replicate this success in other partner villages in the Sikasso region, IICEM will organize training sessions in functional literacy for women in new targeted villages included Siramana, Zoloko, Zangaradoutou, M'Pegnesso, N'Kolonina, Zanicodougou, N'Golokasso and Zangologodougou.

Functional literacy and numeracy raining will also be provided to enable women working in the millet and sorghum value chain to understand and apply technologies in the villages of Molobala, Kapala and Klé in the Koutiala administrative district; and Kignan, Lerasso and Kolokoba in the Sikasso administrative district.